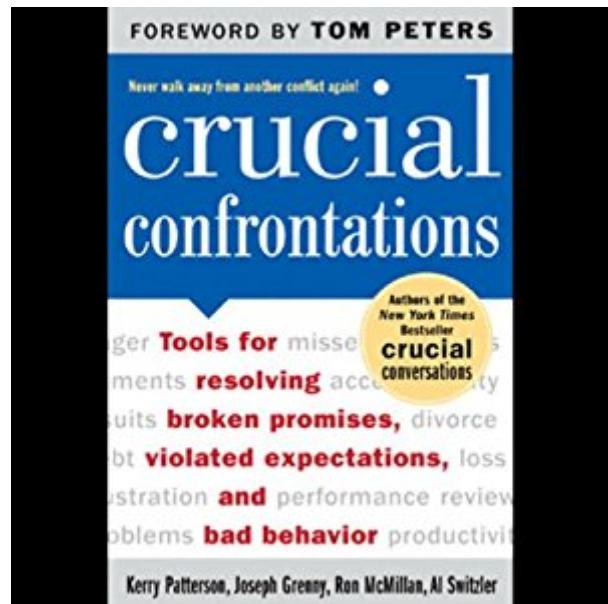


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# Crucial Confrontations



## **Synopsis**

The authors of the New York Times bestseller Crucial Conversations show you how to achieve personal, team, and organizational success by healing broken promises, resolving violated expectations, and influencing good behavior. Discover skills to resolve touchy, controversial, and complex issues at work and at home--now available in this follow-up to the internationally popular Crucial Conversations. Behind the problems that routinely plague organizations and families, you'll find individuals who are either unwilling or unable to deal with failed promises. Others have broken rules, missed deadlines, failed to live up to commitments, or just plain behaved badly--and nobody steps up to the issue. Or they do, but do a lousy job and create a whole new set of problems. Accountability suffers and new problems spring up. New research demonstrates that these disappointments aren't just irritating, they're costly--sapping organizational performance by twenty to fifty percent and accounting for up to ninety percent of divorces. Crucial Confrontations teaches skills drawn from 10,000 hours of real-life observations to increase confidence in facing issues like: An employee speaks to you in an insulting tone that crosses the line between sarcasm and insubordination. Now what? Your boss just committed you to a deadline you know you can't meet--and not-so-subtly hinted he doesn't want to hear complaints about it. Your son walks through the door sporting colorful new body art that raises your blood pressure by forty points. Speak now, pay later. An accountant wonders how to step up to a client who is violating the law. Can you spell unemployment? Family members fret over how to tell granddad that he should no longer drive his car. This is going to get ugly. A nurse worries about what to say to an abusive physician. She quickly remembers "how things work around here" and decides not to say anything. Everyone knows how to run for cover, or if adequately provoked, step up to these confrontations in a way that causes a real ruckus. That we have down pat. Crucial Confrontations teaches you how to deal with violated expectations in a way that solves the problem at hand, and doesn't harm the relationship--and in fact, even strengthens it. Crucial Confrontations borrows from twenty years of research involving two groups. More than 25,000 people helped the authors identify those who were most influential during crucial confrontations. They spent 10,000 hours watching these people, documented what they saw, and then trained and tested with more than 300,000 people. Second, they measured the impact of crucial confrontations improvements on organizational and team performance--the results were immediate and sustainable: twenty to fifty percent improvements in measurable performance. --This text refers to the Digital edition.

## **Book Information**

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## **Customer Reviews**

Seriously good read. This book is based on extensive research. They followed over 25,000 people over 2 decades in multiple industries to come up with the best practices based on both the good and the bad. It gets 5 stars for a few reasons. First, it's not dry in the least. Patterson, Grenny, McMillan, and Switzler have compiled their methodology in an enlightening and often amusing way. I found myself laughing at their occasionally sarcastic undertones. However, the message was not sarcastic. Second, this book challenges you to find that space between cause and effect and fill it with as much information as possible, while getting yourself in control. The CPR method of content, pattern, and relationship really helps to pull the details of the confrontation into focus. It helps you deliver an effective message to the individual in your crucial confrontation which highlights the "real" issue and seeks a meaningful and effective end to it all. They challenge you to work on yourself first by mastering your story. In short, they tell you that before you go on a rampage and mow down the assailant, you must recognize that there is more to the story. For example, in order to understand the entirety of the situation, one of the many things you must do is to create a safe environment where the individual can open up and explain the rest of the story. This book goes beyond simplistic ideas of how to handle crucial confrontations. It breaks down what you need to do, gives you multiple examples, and emphasizes follow-up. Without follow-up, history is doomed to repeat itself regardless of circumstance. They incorporate the need for motivation, making it easy for the individual in question, staying focused and flexible due to emergent issues, etc. For some, this is common sense. If that is you, we need more people like you. For the majority of us, this is news! The message of this book is only useful if you can follow their advice and move forward with a cool

head. Don't read any reviews with negative commentary. This book is necessary for everyone in leadership and management. It is necessary for anyone who deals with other human beings. In short, it takes what confrontation skills you've assimilated over the course of your life and sharpens and adds to them.

This is a book that should be on every (project) managers bookshelf. I give this book away as a participation reward in my management training seminars. The book will help just about anyone develop good strategies for having those confrontational discussions that are absolutely necessary to be an successful manager/leader. This book, and it's companion, "Crucial Conversations" are worth multiple readings.

"Crucial Confrontations" is an important book because we must communicate. We are social beings who share space, time, and the journey of this life. Nothing is more disheartening than when someone breaks a promise, violates an expectation, or just behaves badly towards you. How do you respond? Some people, perhaps too many, just let it slide. Then, what was promised becomes conveniently lost in translation. The expectation becomes a disappointment. The bad behavior reinforced. Perhaps this cycle explains the lack of accountability in American society today.

Confronting someone can be hard but if you do not, problems often persist and get worse. Why? Clementine Paddleford is quoted as having said, "Never grow a wishbone... where your backbone ought to be." Interpersonal communications is skills-based. No one is so good at it that they succeed the first time, every time. This axiom remains true whether you are at home, in the boss's office, or in the Oval Office. No one always gets everything. Perhaps it is because human beings are not omniscient that self-respect is a good premise to start with. No one wants the reputation of being a wall-flower or a door mat. Believing in your own self-worth, knowing that your perception of the world matters is as valid a reason as any for engaging in a confrontation that sets your world aright. "Crucial Confrontations" is about accountability. The approach is candid and courteous; it unfolds in an environment of safety, and, by honoring the reality of consequences, the interpersonal skills this book teaches help the reader "bring predictability to a turbulent world." The authors acknowledge there's nothing particularly groundbreaking in this book. We employ these communications tools when we are at our best and there are times when walking away is appropriate. "Crucial Confrontations" reminds us how to communicate better when life goes off script. Communicating can be difficult, but we do it all the time. Having a crucial confrontation may not guarantee success, but it will help you stand tall and move forward on your shared journey of

this life.

I am a Superintendant for a Class 1 Railroad. Recently I was introduced to Crucial Conversations in a Management training class. I soon after came home and purchased. As a Manager of many people from all different walks of life, it's a must to be able to communicate effectively while remaining politically correct. While no book has all the answers this one helps you understand how and what to say to a number of different situations. I find myself going back and referencing it to help me through difficult events when dealing with co-workers and subordinates.

Great book for practical advice on confronting difficult people and situations. I read it years ago and picked up a copy for my daughter who just got her first manager position.

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